

PALMORIA GROUP GENDER EQUALITY INSIGHT REPORT

**(A STRATEGIC HR ANALYTICS CASE STUDY ON WORKFORCE INCLUSION,
PAY EQUITY, AND PERFORMANCE TRENDS)**

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PROJECT OVERVIEW

This HR analytics project investigates gender-related concerns within Palmoria Group, a leading manufacturing company in Nigeria. Prompted by negative media attention and internal concerns, the goal is to assess gender distribution, performance trends, pay equity, and regulatory compliance across regions and departments. The findings aim to support leadership in identifying disparities and implementing strategies that promote fairness, equity, and inclusion across the organization.

KEY FINDINGS & INSIGHTS

1. WORKFORCE GENDER COMPOSITION

INSIGHT: Male employees make up the majority of Palmoria's workforce, with significantly lower female representation across most departments.

REGIONAL INSIGHT: Abuja presents the most balanced gender distribution, with a marginal difference between male and female employees, and a moderate number of undisclosed entries. Lagos follows closely with a near balance and fewer undisclosed entries. Kaduna shows the most significant male dominance, along with a moderate number of undisclosed records.

DEPARTMENTAL INSIGHT: Engineering and Sales are heavily male dominated. In contrast, Support functions show better gender balance.

IMPLICATION: The skewed distribution may reflect systemic challenges in attracting, retaining, and advancing female employees, especially in technical and strategic roles.

RECOMMENDATION: Implement gender-targeted recruitment in Engineering and Sales. Introduce inclusive hiring processes and mentorship programs to support the advancement of women.

CHART TYPES USED:

- ❖ Pie Chart: Displays overall gender distribution.
- ❖ Stacked Column Chart: Illustrates gender representation by region.
- ❖ Stacked Bar Chart: Highlights gender distribution by department

2. PERFORMANCE RATINGS BY GENDER

INSIGHT: Male employees more frequently receive higher performance ratings ("Very Good" and "Good"), while female and undisclosed-gender employees are more commonly rated "Average" or left unrated.

IMPLICATION: This trend may point to inconsistencies or unconscious bias in performance evaluation across gender groups.

RECOMMENDATION: Standardize appraisal criteria and processes across the company. Provide training for line managers in bias awareness and equitable performance evaluation.

CHART TYPE USED:

- ❖ 100% Stacked Bar Chart: Compares performance rating categories across gender groups.

3. GENDER PAY GAP ANALYSIS

INSIGHT: On average, male employees earn more than female employees, with the most pronounced gaps found in Engineering and Legal departments.

REGIONAL DISPARITIES: The gender pay gap is especially significant in the Abuja and Kaduna regions.

IMPLICATION: Ongoing pay inequality poses reputational and legal risks.

RECOMMENDATION: Conduct a salary equity audit and implement a transparent pay structure. Schedule regular reviews to ensure gender pay equity.

CHART TYPES USED:

- ❖ Clustered Column Charts: Show average salary by gender (company-wide and per department).
- ❖ Clustered Bar Chart: Displays average salary by gender per region.
- ❖ Card Visuals: Present summary metrics for average male salary, average female salary, and calculated gender pay gap percentage.

4. MINIMUM SALARY COMPLIANCE

INSIGHT: A considerable number of employees earn below the \$90,000 minimum salary, especially in the \$60,000–\$80,000 band.

REGIONAL BREAKDOWN: Most employees earning below the minimum salary threshold are concentrated in the Kaduna and Abuja regions, indicating regional disparities in pay compliance.

IMPLICATION: Non-compliance with wage regulations exposes Palmoria to financial and legal risks.

RECOMMENDATION: Urgently review and adjust employee salaries to meet the regulatory minimum.

CHART TYPES USED:

- ❖ Donut Chart: Shows compliance status against the minimum wage benchmark.
- ❖ Clustered Column Chart: Depicts employee salary distribution in \$10,000 bands.
- ❖ Stacked Column Chart: Visualizes salary compliance by region

5. BONUS ALLOCATION AND TOTAL COMPENSATION BY REGION

INSIGHT: The structure of bonus distribution and overall compensation reveals notable disparities across different segments of the organization, suggesting variations in recognition and reward practices.

IMPLICATION: Inconsistent reward patterns can contribute to employee dissatisfaction and perceptions of inequity if not aligned with transparent and equitable criteria.

RECOMMENDATION: Establish a clear, organization-wide framework for bonus allocation and compensation reviews to promote fairness, boost morale, and support talent retention.

CHART TYPES USED:

- ❖ Table Visual: Summarizes bonus amounts per employee and total compensation figures.
- ❖ Card Visuals: Highlight total compensation and total bonus amounts by region, including overall payout summaries.
- ❖ Stacked Bar Charts: Visualize total compensation by region and total bonus by region, enabling comparison across locations.

STRATEGIC RECOMMENDATIONS

- ❖ Promote gender diversity by launching targeted recruitment and mentorship programs for women.
- ❖ Close pay gaps through regular salary audits and transparent compensation policies.
- ❖ Ensure fair evaluations by standardizing performance reviews and training managers on bias.
- ❖ Comply with salary laws by adjusting all wages to meet the \$90,000 minimum.
- ❖ Clarify bonus systems by making performance-based incentives more transparent and consistent.
- ❖ Reduce regional gaps by investing in training for underperforming locations like Kaduna.

CONCLUSION

Palmoria Group must act swiftly and strategically to correct the gender imbalances identified in this report. By addressing pay inequities, improving performance evaluation practices, and ensuring compliance with regulatory standards, the company can foster a more equitable, motivated, and globally competitive workforce.